

INTERVIEWEE: L. E. COX

INTERVIEWER: Spencer C. Olin

DATE: March 15, 2006

SO: My name is Spencer C. Olin, Professor Emeritus of History at UC Irvine. Today I'm conducting a second interview with L. E. Cox, UC Irvine's first Vice Chancellor for Business Affairs. My first interview with Mr. Cox was conducted last month, on February 22nd. During that interview, we focused on the years prior to Mr. Cox's arrival at UCI in 1961, including how several early professional experiences positioned him so effectively to oversee the preparation of the Irvine site and the building of the original campus. We also concentrated on the very important period of 1961 to 1965, prior to the opening of the campus in 1965. These years have heretofore been neglected in historical accounts of the campus. Mr. Cox also addressed several important issues regarding the years just after UCI opened, including his association with the first Chancellor, Daniel Aldrich.

As with the first interview, we are accompanied on this occasion by Mr. Cox's wife, Lee.

L.E., thank you for meeting me once again before you depart for your annual six-month stay in Tennessee. We ran out of time a few weeks ago, and I am pleased to have this opportunity to enable you to provide us with additional information about your significant accomplishments at UCI.

As we concluded our last interview, Lee mentioned that you should say a few words about one additional early experience at Tullahoma, Tennessee. Would

you like to discuss that before we return to your career accomplishments at UCI in the late 1960s and 1970s?

LEC: Yes. The Corps of Engineers in the Army have what they call the career ladder. I'd gone through that ladder and ended up at my retirement as District Engineer at the Arnold Engineering Development Center in Tullahoma, Tennessee. Arnold was Chief of Air Corps during World War II. The test facility was for jet engines and supersonic aircraft.

There were three major projects there. One was a jet engine test facility that was confiscated from the Germans at the end of World War II and moved from Munich, Germany, to Tullahoma and updated. We had a lot of refrigeration, a lot of air compression and complicated test facilities.

One other facility was called a gas dynamic facility, which tested model missiles and airplaues in a tunnel up to fifteen times the speed of sound.

Then the third facility was called a propulsion wind tunnel, which was a huge metal tunnel, and it had a HUCC air compressor in it.

This was a very complicated test facility, and the Corps of Engineers was supervising its construction for the Air Force. As an element was completed, we turned it over to the Air Force. I did that for three years. Then I went for a year (1956-1957) to the Air War College at Maxwell Field in Montgomery, Alabama. Then to the Pentagon.

SO: Well, that's an interesting addition to the early history we discussed in our interview last month. L.E., at the conclusion of our last interview, you mentioned something in passing that I believe deserves additional comment because I had

never heard of your contribution in this regard before. Namely, your role in the construction of Campus Drive across the Marsh connecting University Drive with Jamboree Road. Could you elaborate a little bit on that contribution?

LEC: Yes. I'd like to start before that. When I arrived in 1961, there was no bridge over San Joaquin Creek, so it just was a ford as part of MacArthur Drive.

SO: A culvert.

LEC: No, just a dip. Cross Town Road, which is now University Drive, was a ranch unpaved road. The problem with it was that the property line that we had for the thousand acres ran up the marsh. So the county kept vacillating about doing the work. I finally called this man I knew. His name was Al Koch. I suggested moving the road in on the cut section so it would not be on fill. He said, "Oh, fine. I'll do it." So he built that road and the County changed its name from Cross Town Road to University Drive, and the same alignment went from MacArthur over to Culver and ended there. Culver ended there, too. There was a dirt road that extended Culver all the way to what we called the "cowboy headquarters" near Bonita Canyon.

The county was committed, in Pereira's study, to build bounding roads. Koch told me, "Campus Drive is not a bounding road from Jamboree to University." So they were just going to extend it a short distance at the north campus. I told them, "We need to take it all the way through because otherwise we would have to go all the way down Jamboree to MacArthur, come in on University, and find an access into the campus." He agreed and they put the road all the way through.

SO: Without your intervention, therefore, is it the case that the road may not have been built or may have been postponed indefinitely?

LEC: Yes. One other thing. At that time, Jamboree was San Joaquin, and the Campus Drive portion coming from the airport was Paularino. But it stopped at what's now Jamboree. The interesting thing about that part of the campus was that it had road access and utilities. The only building, as you recall, was Collins Radio on the other side of what's now Jamboree. Paularino came through and McDonald-Douglas had a building at MacArthur we called Haystack Buildings. We later leased them for library operations. I told Elmo Morgan, "We've got to have something for office space, either trailers or something to get started," so we could get on our own and away from the Irvine Company.

Just as an interesting sidelight, Norton Simon, whom you may have known, shook his finger in my face and said, "Don't you ever do anything to unduly enrich the Irvine Company."

SO: That's interesting. You remember that Ray Watson mentioned an incident with Norton Simon at the 40th anniversary symposium we held last November. I didn't know the connection there.

LEC: Norton Simon didn't like Irvine. So, Simon, unfortunately, felt so strongly about it that he built his museum in Pasadena. We tried unsuccessfully to get him to do it on the campus.

SO: If we might, then, let's move on to another thing you had mentioned last time. Could you please comment on the importance in those early UCI days of the Interim Office Facilities on North Campus, as well as the adjoining Arboretum?

LEC: There was also a Research Building. It was obvious, as I just stated, from the word go that we had to get away from the Irvine Company, not only because they didn't have space for UCI. They were expanding, too, so they had to have space. Right after Chancellor Aldrich arrived, we decided we'd better move in another direction and get some space of our own. In looking at the property, the main campus was isolated, without roads, without utilities, anything. But along San Joaquin (now Jamboree) there were utility lines and a paved, two-lane road. So that was a place where we could build on our own property, in either trailers or some other temporary-type structures. I talked to Elmo Morgan about it, and I said, "I'd rather go with some more permanent structure and have it useful after we get out of it, rather than going into trailers. They're expensive to operate and maintain." He said, "Well, let me know what you need and I'll see if I can find the money for you."

Coulson Tough came in 1962 from UCLA. That's an interesting situation, too. When I was here alone, I thought, How do I get a staff together? I went up to see Mr. McKervey, who was the campus architect at UCLA. I told him, "I want to rob you." And he said, "I was passed up to do that job down there as a satellite of UCLA, so I have some spare people—a little excess of what I need." I said, "I'm going to do this job down there; I want your help." He said, "Well, you can interview Coulson Tough and see whether he wants to do it or not." So I did and I was impressed with him.

SO: He was indeed impressive.

LEC: Well, he was an architectural graduate of the University of Michigan and he'd been at UCLA four or five years as a project architect. Coulson was a very gifted man and knew his way around the university. When I talked to him, he said, "Yes, I will come, but I want to bring some people with me." I said, "Fine. Who are you going to bring?" He said, "I want to bring Cliff Miller and another UCLA architect, Gene Uematsu." Uematsu was a graduate of Berkeley in landscape architecture, and he knew landscaping and plant materials. So he guided that part of our planning.

Larry Koss was another early arrival, and I'm not sure whether he came from UCLA. We also had another man we hired by the name of Jim Sharp, who came from the California State College at Fullerton. They both knew how to convert academic requirements into buildings—how many classrooms, how many labs, conference rooms, all necessary to program a building.

In discussions with Coulson Tough I told him, "We have to build some kind of facility on the campus. I knew of Butler buildings, which were steel prefabs. The companies were all over the United States. Coulson Tough and I called the rep in LA. I think they were in Santa Fe Springs, one of the suburbs of Los Angeles. We went up to see the man who had the franchise for Butler buildings and told him what we needed. We asked him, "How about giving us a plan for one of your buildings to provide 10,000 square feet of office space." This he did within two or three weeks, with a standard Butler building. It didn't have any architectural appeal. So we turned it over to Pereira, and he had a young architect by the name of Bob Lee. Bob Lee took that and made it a very attractive building.

SO: It is to this day rather attractive.

LEC: It's a nice building. So we had the three Vice Chancellors' offices and the Chancellor's office, a few faculty offices, and then all of the administrative staff, the telephones and filing cabinets, mail, and a conference room. All of that went in the front end of the building, with a nice lobby. So it worked out very well. I went back to Elmo and he found the money for me and we let the company go ahead and build it.

About the time we got through with it, Dan and Ivan came to me, and he said, "We're having trouble recruiting science faculty who need laboratory space while the permanent buildings are going up." So I went back through the same routine. I went back to Butler and said, "We need a laboratory building." It provided for both wet and dry labs. So it worked out very well. I do not recall who started the Arboretum. But we did have land down by the Marsh.

Then the third thing we needed was a warehouse, so again a Butler building was erected and still serves the campus.

SO: L.E., did you find the system-wide offices and the office of the President always receptive to any reasonable requests you were making?

LEC: Oh, yes. And that's one of the things I wanted to do before I leave today is name a few that I remember. Everybody in the Office of the President was very interested in what was going on.

SO: I do have a moment near the end of our interview for you to reminisce about any significant people you want to, so perhaps we could do that. Anything more on that before we go on?

LEC: No. The only other thing that I want—and I don't know where to fit it in—is that I read information announcements coming out of the campus that just aren't based on facts. Buffalo, for example. There were no buffalo. They had been gone for several years.

SO: I don't remember any, either.

LEC: Pereira took over the Buffalo Ranch buildings at Ford Road and MacArthur in 1961 and converted them into his office here and we moved his staff to do the master planning and the first buildings.

The other point is that one of the reasons that I'm inclined to do this interview is that no one to date has talked much about the period from 1960 to 1965. The common view is that it all started in '65. Well, that just isn't so. You had to have a lot of things go on in the early days. Pereira certainly made a great contribution, but he had some people with him who were excellent. One was Jim Sink, who was supposed to be his top man down here. Jim was a reserve officer and was called to active duty in the Navy, as a flier. Fortunately, he was at Los Alamitos, so he was able, in his time off, to work down here. Don Cameron was the other man who was put in charge for Pereira. We knew those people well. We met with them daily right from the beginning.

There's another story I wanted to tell. You see this proposal from Pereira.

SO: Mr. Cox is referring to a proposal of October 12th, 1961, to Elmo Morgan, Vice President, Business, University of California, from William Pereira, signed by William Pereira.

LEC: That was the result of a meeting that Elmo and I had with Pereira in his downtown office on Wilshire Boulevard in Los Angeles to outline what we wanted him to do. This was his proposal. That went to Clark Kerr after it was received, and he presented it to the Regents and secured Regents' approval. The fee, I think, was 250,000 dollars for the first phase.

SO: This is an originating document of UCI?

LEC: Yes.

SO: I don't know if we have this or not.

LEC: I gave a copy to Jack Peltason and to Vice Chancellor [of Business and Administrative Services] Wendell Brase. I reproduced a copy. This I want to keep.

SO: I want to make a note so I make sure we have a copy. If not, we have to get to Wendell. This is the Master Plan, October 12th, 1961. Okay.

LEC: That was received by Clark Kerr, and he presented it to the Regents at I think the October meeting in '61. It was approved and Pereira was authorized to go to work. Shortly after the Regents meeting, I had a call from the Office of the President that Clark Kerr and his wife were going to be at Disneyland Hotel and I was to pick them up for a meeting with Pereira. I met him about 6:00 in the evening and drove them down to the office at the Irvine Ranch. Clark Kerr met with Pereira for a couple of hours, and that's the first time that the ring design was discussed, and along with three or four other possibilities. I was not present at the meeting. Kerr went to Pereira by himself. He didn't want any publicity. That was before Dan was appointed Chancellor, so Kerr was kind of, I think, trying to stay behind the scenes a bit, but he wanted the planning to go ahead.

So that started the ball rolling. Pereira, after that meeting, worked up three or four different sketches of what the campus would look like, including one that I call the wheel design. Clark Kerr, I think in January 1962, before Dan accepted the Chancellorship, had a meeting in Berkeley with Pereira and Dan, and I don't know who else was present at the meeting. They discussed what the possibilities were, and Clark Kerr still was enamored with his wheel design. So that was the background of that. No one knows that Clark Kerr came down here. He came down on the QT.

SO: On the sly, yeah.

LEC: But he didn't want to upset the Chancellor's prerogative and wanted Dan to accept the job as Chancellor.

SO: I'll bet that Clark Kerr was still negotiating with him at that time.

LEC: Oh, yes.

SO: A reluctant Dan.

LEC: Yes, a reluctant Dan. Of course, Dan's story's been told. You know, the university has an agricultural test station out on Irvine Boulevard near El Toro. The man that ran that place—I don't know who instigated it, whether it was Clark Kerr or Dan—but around 1960 they told him about the new campus here. He ordered tree seeds from Australia, some Eucalyptus of various kinds, and he planted them out there. By the time we wanted to use them, they were five or six years old, and that constitutes the university Alumni Grove that's here in the park.

SO: He did that prior to the time he knew he was going to be Chancellor?

LEC: Well, I don't know who did it. Someone authorized this man who ran the experimental station, and the experimental station was under Dan. But the idea was that they'd get a head start on the landscape material and get a five or six years growth of material. All these things were possible with the university. I don't know how much more you want to talk about the Interim Office.

SO: Well, it's good to know how that came to pass and your role in that, because it remains to this day a feature of the campus. That's where I was interviewed in the spring of 1965 when I came down to be considered for a faculty appointment, so it's nice, from my point of view, at least, to have that story told.

LEC: We had an Advisory Group headed by John Galbraith. He was at UCLA and then later Chancellor at UC San Diego. He was Chairman of the faculty group that advised Dan and Ivan about the recruitment of faculty. The group used to meet in the Interim Office Facility, and we were meeting the day that Kennedy was killed. Of course, that broke up the meeting. We were all in the conference room. Either Dowreen Hahn, or some lady who was running the switchboard, came in and said the President had been killed.

SO: Well, L.E., let's move on a little bit. An extremely important decision was reached in 1967 to bring the California College of Medicine to the UC Irvine campus. That college has gone through several incarnations as a school of osteopathy, first in Anaheim and later in Los Angeles, before the 1967 agreement was signed. I would note that the historical records of the College of Medicine, which are comprised of more than sixty feet of documents, are currently housed in UCI's Department of Special Collections and Archives.

Could you give us your opinion of that decision and of the respective roles of Dan Aldrich and of Warren Bostick, the first Dean of the College of Medicine?

LEC: Okay. Let me start back a little bit. The College of Medicine's was a three-year school training Doctors of Osteopathy [D.O.'s]. The legislature, in 1960 I think it was, passed a law that they would not certify any more D.O.'s, and all of those that had been in practice for a certain length of time were awarded M.D. degrees.

SO: Retroactively?

LEC: Yes. So several of the doctors around here—and they're probably all gone now, most of them—were D.O.'s in private practice.

There was a doctor from the University of California Medical School in San Francisco (a Dr. Fossberg, I believe) appointed by the Regents to study what to do with the College of Medicine after the legislature said the UC had to take it over and get it operating so it could be properly accredited and receive state support.

One option was to leave it where it was—on the five acres next to L.A. County General Hospital, where its faculty members were sharing the teaching with USC. Santa Barbara was also considered as a location. I don't know whether there was anything in between Santa Barbara and Los Angeles or not. Dr. Fossberg also studied Long Beach Memorial Hospital as a site, as well as Irvine and San Diego.

He recommended to the Regents that the Medical School be relocated to Irvine because we had the land and the facilities adequate to build a medical school on the campus and a complete teaching hospital. That was accepted by the Regents.

In the meantime, the Regents had appointed Warren Bostick from San Francisco Medical School to be Dean of the College of Medicine at its Los Angeles campus. That school had its own Board of Trustees, and it had a President by the name of Henly. He was a lawyer from Los Angeles. There were sixteen or eighteen Trustees, and they were all well known in Los Angeles. A man by the name of Loker was Chairman of the Board. He and Warren Bostick would come in and talk to Dan, and Dan was not enthusiastic about them. He didn't welcome them with open arms, because he had enough on his plate without a medical school, of all things. Roger Russell, I think, was Vice Chancellor of Academic Affairs at that point, and he did not want the problems, either.

They'd end up in my office, Bostick and Mr. Loker. I helped them out. I helped them move, and I helped them negotiate an understanding with the County of Orange for the use of the Orange County Medical Center as a teaching facility. We started the Interim Medical School Building on campus, designed by Jones and Emmons, architects.

The people of California were told that was what was going to happen if they passed the bond issue in 1972 for medical schools, including UCI campus hospital. And they voted overwhelmingly for the money. If Reagan had been Governor two more months, we would have had the hospital on campus, but he left office and Jerry Brown came in. He and Willy Brown said no way are we going to put more money down in Newport Beach. If you want a teaching hospital, you have to take the County Hospital, as had been done in Sacramento and San Diego. Well, that was really a hard blow, but the university again chose not to fight it.

Orange County was pleased to get rid of it. Our negotiations took three years, from '73 to '76. We'd meet weekly with the County, and they'd just sit back and offer nothing. They knew they had us, and they were glad to get rid of the hospital. They did not negotiate in good faith. We crossed every *t* and every *i* was dotted. I don't know that UCI received money from the County. We renegotiated with them for a lump sum based on the estimated population of the indigents in Orange County. I don't believe the County ever paid anything. They were glad to get rid of the hospital and load it on the backs of the Irvine campus and the university. I don't know whether the university is getting anything out of the State for it or not.

SO: It has continued to be a severe problem.

LEC: It is, and I think somebody should audit the operations because there are too many opportunities for things to go wrong.

SO: Can you recall, L.E., the arguments that Dan made to you, perhaps personally, as to his reluctance to undertake this Medical School at that time?

LEC: I think it was mainly because he had enough problems already.

SO: It was too much to undertake.

LEC: He was trying to get a general campus to operate, and it was new, and barely enough people, so he was really cool to the whole idea of a Medical School. But the Regents had made the decision, so he had to go along with it.

SO: Was he equally cool to the idea of a hospital located in Orange County?

LEC: No, no. He wanted the whole thing on campus, and he carried that along until he knew he was going to lose anyway. So he gave up. I never did. I kept trying all the way.

SO: Well, you were prescient, you might say. Do you remember the controversy he got into with the medical faculty regarding the censure motion?

LEC: No, I really don't. I can surmise that a lot of the faculty of the Medical School were not really qualified, in accordance with university standards, to be teaching at a four-year Medical School. Warren Bostick did not continue a few of them, and a few of them were sent to UCLA for a refresher course before he brought them back, so they didn't like that at all. I think again they were aware that Dan was not welcoming the Medical School with open arms to the Irvine campus.

SO: Right. Well, the Medical School has continued to be a source of consternation to subsequent Chancellors.

LEC: That's true. When Jack Peltason took over as Chancellor—and I don't know where Dan was—but we had a meeting here in the Univesity Club when Jack was being introduced. When I came through the line, Jack said to me, "What was the campus ready to do with the Board members of the Medical School?" I replied, "Jack, the Board is unnecessary and we have no way in the length of time to do anything with them. Except if we had our own campus hospital, we were going to let the Board look after the hospital. If you can find a legal way to do it, you ought to get rid of them." So he did, but I don't know how he did it.

SO: Jack was very clever and effective in these situations.

LEC: Well, it was just another irritant. That's all I know.

SO: Well, that's very, very interesting. Last time, as well, L.E., you mentioned that you have had associations with so many people who have not received very much attention. You've mentioned some of them.

[end side A, begin side B]

SO: So, L.E., in terms of other important UC and UCI people who have been overlooked, you have mentioned a number of them, such as Gene Uematsu, for example, and Coulson Tough. Are there a few others that you might wish to allocate some historical attention to?

LEC: Let me start by saying that, coming here, not knowing the university and not knowing what the problems were, I looked around for people to join who would be helpful. There were a number of such people. Brad Atwood was one. He knocked on my door almost on the first day I was here. So did Eloise Kloke. Those were two interesting people. Eloise was a smart-looking woman, and smart, too.

SO: I remember her.

LEC: She had been on the Civil Rights Commission in Washington, D.C. She came here and heard about the university. She came to see me early on, and I was impressed. I told Eloise, "I think you may be a good person to work with the Chancellor, but he's not here yet. When he arrives, I'll set up an appointment for you so you can be interviewed by the Chancellor." Well, when the word got around that Dan was here, Eloise came back and talked to Dan. She was offered a job as secretary. She said, "It's been years since I've taken dictation, but I'll refresh it and take dictation."

She knew that it wouldn't last very long. She accepted the job and we put her adjacent to Dan's office in the Irvine home building.

Then Brad Atwood came aboard as a public relations man. He had been with Southern Pacific Railroad for a number of years as their public relations official. He knew the news people, so he was very valuable.

I already mentioned Coulson Tough. Coulson Tough, in '65 or '66, about the time when we opened the campus, had a call from the President of the University of Houston, Texas, a man by the name of Hoffman. He said, "I want to come visit your campus." So he came and I talked to him, and I turned him over to Coulson Tough to show him around.

Coulson Tough later reported, "He's offered me a vice presidency at the University of Houston to come there. What do you think I ought to do?" I said, "Well, Coulson, I'd hate to lose you, but I think you'd probably be more valuable to the University of California as a Vice President of Houston than you would by remaining here as campus architect." So he decided to go. He went there, and after a few years with the university, one of their Regents had land holdings called The Woodlands, which was like the Irvine Company. Coulson joined with him to help develop The Woodlands.

SO: I did not know that.

LEC: Well, Coulson had the commercial development connected with The Woodlands and all the other property that this man owned. Then Hoffman came back to Irvine and recruited Cliff Miller, so I lost both my campus architects in the middle-1960s.

SO: That's a problem that UCI continues to have. As a Dean, my greatest torment was when Yale and Harvard and Princeton and Stanford and Berkeley came after our finest Humanities faculty. So that's the price you pay for being first-rate.

LEC: That's right. Only Gene Uematsu remained. He was a landscape architect. Dan asked me what I thought about Gene being the campus architect. I said, "As long as I'm here, that will be okay." But as soon as I retired, he lost out.

Anyway, getting back to the people—and I'm probably going to skip around a bit.

SO: Why don't you try to select—I don't know. How many? Five or six or seven?

LEC: I have a list, a whole lot of them. I'll run through them quickly and you can decide whether you want to do it or not.

SO: Okay. Well, we might want to do a follow up on some of these people down the line.

LEC: Of course, Sam McCulloch we all know. It's no use to repeat his history. We had another man, Jim March. You know Jim. I liked him very much and we got along well.

Another person whom I hired fairly early on was a lady by the name of Dowrene Hahn. Dowrene was the daughter of a faculty member at UC San Francisco. Her father was a professor of dentistry, so she'd been around the university for a long time, and she worked at the Department of Engineering at Berkeley. I don't know whether she knew Bob Saunders [founding faculty member in the School of Engineering] or not. She was experienced with university procedures. I told Dowrene, "Because you know the university, you can start

training courses for all the new people." It was interesting that all our new people, staff-wise, were overqualified. They were a lot of interesting people, but they'd apply for jobs that were well below their level of accomplishment.

SO: Such as Eloise Kloke.

LEC: Eloise, and Earl Ludwig was another one. Earl had been the purchasing manager—I don't know his title—of Firestone Tire and Rubber Company in Los Angeles, and he had quit them early and started an electronics business. He ran it for a few years and then sold it and made a lot of money. He owned a home on Balboa Island so he wanted to live here. So he came to see me and wanted a job as purchasing agent. I said, "You know, I need one but I can't pay you very much money." He said, "How much?" I said, "\$9,000 a year." He said, "I'll take it. I don't need the money and I want something to do." He was the type of person who came to UCI in the very early days.

SO: Let's go back a little bit to Dowrene Hahn for a minute because I have something to add. Dowrene was the head of Central Records at UCI until 1992, when the campus made a decision to delegate all record collection responsibility to the units. As an historian, I find this a very questionable decision because the units are very uneven in how much attention they pay to the maintenance and preservation of their historical records. And until 1992 I think we're in good shape. Since then, I'm not so confident.

LEC: You bring up another subject that I'll address for a minute. Because of my background in the military, I always had an organization chart and I always had duties and responsibilities of each job. When I came to the university, the Office of

the President had a number of Vice Presidents. I didn't know what any of them did. There was no organization chart, there was no statement of duties and responsibilities, so you just had to go and find out. It was a little frustrating to begin with, so early on I said to Dan, "Let's put out an organization chart." I worked up an organization chart and sent it to him, with him on top of the pyramid. There were three Vice Chancellors and Brad Atwood reporting to Dan. He approved it. Then I wrote out duties and responsibilities, and that became the basis of the organization of the campus at that time.

LC: I thought somebody took it and made a copy of it and started using it.

LEC: I am not sure. After Dowrene conducted the orientation sessions to tell the new employees how to do things, I said, "Dowrene, put it in writing so we'll have a manual that we'll call Policies and Procedures. And every new person who comes in will have a book, maybe fifty or a hundred pages, of how you process personnel, how you hire them, how you buy something, use telephones, the storehouse procedures, and how you process files and other things. She did that, and that became the Policies and Procedures manual. It was a fairly sparse book in the beginning. Right after we did that, all the other campuses found out about it, so they started their own.

SO: I think you're correct to identify Dowrene Hahn as an important early person.

LEC: Dowrene was a strong personality. She's a world traveler, and she's still doing it.

SO: She occasionally gives talks at the University Club.

LEC: Just let me name a few more people at Irvine. I've mentioned, of course, Jim March and Sam McCulloch. I also want to mention Dean Fred Reines, who I knew

very well. He had an interesting background. He had been at Los Alamos early on as a young man. In addition, Jim Wilson was a business manager who came to Irvine from Riverside, and he had known Dan Aldrich there.

I recruited a man by the name of Bob Davis as the Budget Officer. He was a retired colonel in the Finance Corps of the Army, and he knew both accounting and budgeting. I made him both. Bob was a good man.

Bob Healy, as you know, was a UCI Police Chief.

SO: Chief of Police, yes, I remember him.

LEC: He was an interesting man. He was a graduate of Berkeley in criminology, and he'd gone to work for the State Department as Security Officer overseas. He spent sixteen years mostly in Africa in embassy work.

Ted Otto was a mechanical engineer who was hired to be the mechanical engineer for the campus.

Earl Graham was a person I hired as a construction manager, and he had worked for me in Tullahoma. I'd known him for a number of years. He had retired from civil service and had gone to work for Consolidated Western Steel Company, which was headquartered in Los Angeles but owned by U.S. Steel. He was supervising the construction of large radar stations out in the desert, and he didn't like it. So he was real glad when I offered him a job to come here. Earl was a real stickler, and he knew the plans and specifications. In fact, he knew them better than the people who were doing the work.

Tom Bristow was the Electrical Engineer, and he worked with the electrical company getting electrical power to the campus.

I mentioned briefly that some of the architects have not gotten the credit they should have. Pereira has gotten all the credit, and he deserves most of it. Pereira had a man by the name of Jim Langenheim, and Jim was an artist. He did all the renderings of the first buildings that were presented to the Regents.

R. E. McGee Company was the low bidder on the first buildings and was from El Paso, Texas. I had known this company before when I was in New Mexico.

Moffett and Nichols was an engineering firm from Long Beach that did the basic civil engineering, the water, the storm drains, and the sanitary, and so on. There was a mechanical engineering firm from L.A. that had worked with Pereira that did the Central Plant. That was the hub of all utilities at UCI.

Getting back to UCI people. Jack Peltason. Jack was here for three years in the beginning.

SO: Right. From 1964 to 1967 or 1968. Before he went back to the University of Illinois.

LEC: Yes, right. Clayton Garrison came aboard early on. Wayne Crawford did, as well.

Then there was Conway Pierce.

SO: Yes. He was a chemist or physicist, I believe, from UC Riverside.

LEC: He helped us design the Physical Science Building. He was really dedicated. He wanted to do it. And he was over here almost every day helping us plan the building.

I thought that when Charles Hitch was made President of the University of California that he'd draw upon his earlier experiences at the Pentagon in order to try zero-budgeting at UC, but he was smart enough not to try. He should have, probably.

I want to mention a few more people. Of course, Clark Kerr was one of the smartest men I think I've ever known, brain-wise. He knew what he was doing. Unfortunately, the Regents fired him.

SO: Travesty.

LEC: Elmo had some people working for him whom I wanted to mention. One was a lady by the name of Doras Briggs. Doras was Elmo's administrative assistant.

There was another lady by the name of Betty Adamson who worked for Frank Crouch and Bob Evans. Frank Crouch was the engineer for the university, and Bob Evans was the university architect. Betty Adamson worked for them, so when I couldn't get them, I talked to Betty.

Another man I wanted to mention is Judge Cunningham, who was the legal counsel for the university in the early days, a retired judge. He was always very interested in what we were doing at UCI. Any time I had a question regarding the legality of an idea, I'd call him or his assistant. I always received good advice. He was succeeded by a man by the name of Jim Holst.

SO: He's still there, I think.

LEC: I don't know whether he is or not. Jim was a good man. I liked him. He was legal advisor on our negotiations with Orange County.

Another man who was very helpful to me was Loren Furtado. Loren was the budget man at the Office of the President.

Bob Hammond was Treasurer of the university, and was always helpful.

Clinton Powell was a doctor and headed the staff office in the Office of the President for medical matters. He was involved in all negotiations for Sacramento, San Diego, and Irvine on behalf of the Office of the President. His assistant was a real nice lady by the name of Ruth Haynor. When I couldn't get a hold of Powell, I'd call Ruth and she really helped out.

Dave Saxton, of course, I knew very well, and he became UC President. He was there first as a Vice President of Academic Affairs.

SO: Yes, he was. He ascended from that.

LEC: But again, I don't know what his duties and responsibilities were.

We had another Vice President who became Acting President, Harry Wellman. He and Dan were old friends as they had backgrounds in agriculture.

SO: Well, L.E., that's a remarkable set of names, and no one else could have provided them for us. So I deeply—

LEC: I'd like to say a little bit more about Ed Steinhaus. I don't know how well you knew Ed, but he was just a nice, mild man, with lots of brain power. I liked him very much.

SO: He was a wonderfully gentle man of great distinction. I remember him well.

LEC: Who was the one who succeeded Steinhaus?

SO: That was Schneiderman?

LEC: Schneiderman, yes. Schneiderman I liked, too, very much.

SO: I think we've wrapped up this interview. This is going to be a long transcript, and I want to get both transcripts to you for editing. After you edit them, we prepare a final transcript for the UC Irvine Archives. And if there's anything down the line that you want to continue to add, we can get together.

I really appreciate all of this valuable information, L.E., and the time you spent providing your recollections of UC Irvine's early years.

END OF INTERVIEW